



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

03 OCT 2002

### MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Human Capital Strategic Planning Policy for the DoD Civilian Acquisition, Technology, and Logistics Workforce

The purpose of this memorandum is to establish an annual Human Capital Strategic Planning (HCSP) process for the DoD Acquisition, Technology, and Logistics (AT&L) Workforce. HCSP should result in a comprehensive set of human resource management policies and practices that align the structure, culture, and characteristics of the workforce with the organization's strategic intent. It also establishes a convincing business case to justify necessary resources to implement policies and programs. The HCSP process is the lynchpin of the President's Management Agenda, was identified in the most recent Quadrennial Defense Review as essential, and was designated by the General Accounting Office (GAO) as a government-wide high risk area.

This policy applies to the Military Departments, the Defense Logistics Agency, Defense Contract Audit Agency, Defense Contract Management Agency, and the Missile Defense Agency. However, other organizations have indicated interest in the HCSP initiative and will be provided guidance and planning support, when participating.

Components will prepare annual Civilian AT&L HCSPs which support and directly correspond to the goals, strategies and objectives of the DoD Civilian Human Resources Strategic Plan. The plans will subsequently become annexes to the DoD plan. Guidance and reporting formats will be provided prior to the start of each HCSP cycle. During HCSP preparation, the USD(P&R) and I will conduct an Interim Progress Report (IPR) as a means of sharing progress, lessons learned, challenges and information among Components. This IPR will be in March, with final plans to be submitted May 31. The Deputy Director, Acquisition Workforce and Career Management will provide an analysis of your plan and coordinate any actions needed with other Government agencies or Congress.

It is recommended that plans be developed as lower business unit level plans and "rolled up" into an aggregate plan; however, headquarters level plans may be submitted. Components will also reflect the HCSP findings in their annual PB-23 workforce budget display submissions. My point-of-contact for this policy is Mr. Ric Sylvester, Deputy Director, Workforce and Career Management, (703) 697.6399, or [richard.sylvester@osd.mil](mailto:richard.sylvester@osd.mil).

Attachments:  
As stated

E. C. Aldridge, Jr.



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